

# ASSISTANT DIRECTOR OF COMMUNITY PLANNING AND DEVELOPMENT SERVICES

**GRADE: 30**

**FLSA: EXEMPT**

## CHARACTERISTICS OF CLASS:

The Assistant Director of Community Planning and Development Services performs complex professional and administrative work by assisting in the management of the City's operations and initiatives in all Departmental functions and providing critical program management support to the Department Director in such domains as quality control, budgeting, procurement, customer service and human resource (HR) management. Departmental functions include but are not limited to long-range community planning, land development review, zoning administration and enforcement, historic preservation, grants administration, housing rehabilitation program administration and operations, and building plan review, permitting and construction code enforcement. The Assistant Director provides advice and support to functional area managers in their ongoing responsibilities, gives direction to them and oversees their adherence to City administrative programs, coordinates intra-Departmental operations and projects, and manages special projects, as assigned, including inter-departmental initiatives. The work requires a managerial approach with internal business contacts (including Division Chiefs, middle managers, skilled professionals and technicians) and an influential approach with outside business contacts (including high-level officials, private developers and the general public) to help provide strategic direction and improve teamwork, communication and cooperation, cross-functionally, quality assure Departmental programs and operations, improve customer service and help explain specialized matters. Physical demands are limited – the incumbent moves about to coordinate work, uses a computer for various purposes, exchanges information by telephone and in person, opens/closes file drawers, transports work materials, drives, etc. Working conditions are somewhat disagreeable – there is potential for job pressures and frustrations due to time-sensitive assignments, changes in priorities and deadlines, interpersonal conflict situations and other factors, but limited exposure, if any, to such physical conditions as adverse weather or hazardous substances. The Assistant Director's work is subject to broad policy and general management guidance (functional policies and goals under general managerial direction). The Assistant Director, through coordination of cross-functional Departmental effort and oversight of Division Chiefs, middle managers and program managers in functional service delivery and adherence to administrative requirements, has a major individual impact on and accountability for end results of the Department.

## EXPECTATIONS OF ALL CITY EMPLOYEES:

- Learn and demonstrate an understanding of City, department, division and team goals.
- Promote excellent community relations and public participation.

- Serve and meet the needs of customers during routine or emergency situations.
- Ability and willingness to work as part of a team, to demonstrate team skills and to perform a fair share of team responsibilities.
- Ability to assess his/her work performance or the work performance of the team.
- Plan and organize his/her work, time and resources, and if applicable that of subordinates.
- Contribute to the development of others and/or the working unit or overall organization.
- Produce desired work outcomes including quality, quantity and timeliness.
- Communicate effectively with peers, supervisors, subordinates and people to whom service is provided.
- Understand and value differences in employees and value input from others.
- Consistently report to work and work assignments prepared and on schedule.
- Consistently display a positive behavior with regard to work, willingly accept constructive criticism and be respectful of others.

#### **EXAMPLES OF DUTIES:**

- Helps the Department Director plan, organize, direct, execute, manage and lead all aspects of the City's community planning, permitting and development services, including development and implementation of programs, regulations and procedures, within the limits defined by applicable City policy, City ordinances, State-Federal laws/regulations and other parameters.
- Develops, or helps develop, and implements policies and enforces procedures for effective and efficient operation of programs and delivery of services covering all functional areas of the Department.
- Ensures, or helps ensure, compliance with requirements established outside the Department, such as Federal or State procedures for using and reporting on block grants and City policies and procedures on managing and evaluating performance of employees.
- Ensures legal/regulatory/programmatic/policy compliance by interpreting requirements, assessing planning, operations, reporting and more, establishing controls and directing or personally intervening, as deemed necessary; improves service delivery by establishing metrics, applying workforce analytics, developing employees, integrating processes and taking other actions; and controls costs by reviewing resource allocations, assessing needs, and making adjustments, etc.
- Provides programmatic and administrative direction to Division Chiefs and middle managers, Department-wide, on behalf of the Department Director.
- Promotes excellent community relations by engaging the public, interested groups, various public officials and other individuals on the full range of planning and regulatory issues.
- Explains the Department's programs and operations to the public (public interest/advocacy groups and individuals) on the full range of Departmental functions – planning, zoning, land development, permitting, housing rehabilitation, moderately priced dwellings, building-fire code enforcement, etc.

- Oversees formulation, execution, tracking and closeout of the Department's operating budget and execution of its performance measurement system.
- In support of top-level vision and intent for services provided by the Department, helps identify specific goals and objectives and ways and means for accomplishing them in collaboration with the Department Director and, as appropriate, Division Chiefs, middle managers, program managers and individual contributors within the Department as well as stakeholders in other departments and outside City government.
- Directly supervises a staff of professionals/technicians providing service support to various units of the Department.
- As assigned, provides liaison between the Mayor and City Council and Federal, State and local government entities and/or Boards and Commissions vis-à-vis Departmental functions.
- Manages the Department's cross-functional service delivery and customer service improvement initiatives. Develops, implements, assesses and improves cross-functional service delivery and customer service policies, standards and procedures. Identifies and analyzes expectations and concerns of employees, customers and other stakeholders across Departmental functions based on performance management reviews, surveys, complaints and other measures; develops and recommends service delivery and customer service metrics; plans, recommends and coordinates responses to individual and programmatic service delivery and customer service issues (such as open communication, cooperation and teamwork); develops narrowly-focused to Department-wide customer service initiatives and leads implementation of approved initiatives; may develop customer advocacy initiatives; monitors all aspects of the customer service; and, personally resolves major problems in service delivery and troubleshoots and solves non-routine customer complaints.
- Exchanges information on policies, programs, operations, finances, grants-zoning-permits-plans-codes-inspections-other Departmental functional areas, current events/issues, wants/needs, etc., coordinating with other City Departments and higher echelons, as appropriate.
- Prepares special reports, staff studies and special writings, such as submissions for the City's annual report, updates of informational handouts, position papers, policies-procedures, etc., or reviews these kinds of written work by others.
- Directs the Department in the absence of the Director.
- Uses a computer for scheduling, communicating, word processing and other purposes.
- May drive a City vehicle to coordinate work activities with offices in various buildings, meet with private developers, not-for-profit leaders or Department employees at various work sites, attend meetings in the greater Washington area, etc.
- Performs related duties as assigned or deemed necessary.

### **QUALIFICATIONS:**

### **Required Training and Experience:**

A bachelor's degree from an accredited college or university, supplemented by achievement of a Master's degree in urban planning, public administration or a closely related field, and six years of progressively responsible experience in community planning, zoning or development review/permitting services, including a strong background in local government planning with a strong community and neighborhood orientation.

Substantial supervisory experience.

### **Preferred Knowledge, Skills and Abilities:**

- Extensive knowledge of the principles, practices and organization of local government.
- Considerable knowledge of: the economics and common practices of land development; real estate law and common real estate practices; planning, zoning, permitting, housing rehabilitation, moderately priced dwellings, building-fire code enforcement and historic preservation; and government finance and budgeting.
- Knowledge of the principles, practices, laws, regulations, procedures and requirements of Federally financed community development programs.
- Skill in problem solving to select, organize and logically process relevant information (verbal, numerical or abstract) to solve a problem. This includes the ability to recognize subtle aspects of problems, obtain and thoroughly analyze relevant information (qualitative, quantitative, desires, opinions, etc.), accurately assess issues and trade-offs, identify cogent options, make high-quality recommendations, and implement effective solutions.
- Skill in oral communication and ability to understand verbal information (facts, assertions and interests), draw inferences, form hypotheses and develop logical arguments, and to express such information verbally so that others will understand and, in certain circumstances, be convinced or persuaded. This includes skill in encouraging effective oral communication by others, ranging from subordinate professionals/technicians to stakeholders of various types at various echelons within and outside the Department.
- Skill in written communication and ability to understand written information (facts, assertions and interests), draw inferences, form hypotheses and develop logical arguments, and to express such information in writing so that others will understand, and in certain circumstances, be convinced or persuaded. This includes skill in reviewing the written work of others, such as work reports, correspondence and procedures.
- Interpersonal skills to interact effectively with business contacts in a customer-service oriented, businesslike manner. This includes establishing and maintaining effective working relationships within and outside the Department and working well with people of diverse backgrounds, interests, perspectives and wants/needs. Examples include consultants, property owners, developers, residents, occupants, City/County/State/Federal officials, and the general public,

at times under difficult or contentious circumstances requiring the exercise of considerable tact and discretion.

- Skill in using a computer and a variety of software to maintain records, develop reports and perform other functions, with primary emphasis on planning/scheduling, communicating (email), word processing and spreadsheet applications.